

SAMPLE QUESTIONS FOR FIRE REVIEWS

- I. Readiness Evaluation (Pre-fire Conditions)
 - A. What were the weather conditions?
 1. What were the weather indices at the time of ignition?
 2. Describe the recent precipitation pattern and how many days since last measurable precipitation.
 3. Describe any significant weather factors such as frontal systems, downbursts, thunderstorms, etc.
 4. How did existing weather conditions compare to the predicted "normal fire year" conditions?
 - B. What were the fuel conditions?
 1. What were the fuel conditions at the point of origin (include fuel model, major species present, age class, live and dead fuel moisture, live/dead ratio, etc.)?
 2. Were fuel conditions significantly different at other points within the final perimeter? If yes, what was different?
 3. How did fuel conditions compare to conditions expected during a "normal fire year"?
 - C. What were the topographic conditions?
 1. What were the topographic conditions at the point of origin, including slope, aspect, elevation, and position of fire on slope?
 2. Were these conditions generally constant throughout the fire? If not, how were they different?
 - D. Were there any special constraints?
 1. What was the land ownership pattern for the lands burned, and those lands immediately adjacent to the burn?
 2. Were there structures or other improvements that hampered suppression? If so, describe them.
 3. Describe any problems with access during suppression efforts.
 - E. Planning status

1. Was the fire management plan current and appropriate?
2. Was preparedness planning current and adequate?
3. Were agreements and contracts in place?
4. Was step-up plan in place and current?
5. Were preparedness staffing and specific actions appropriate on the day of ignition, and consistent with the step-up plan?

F. Prevention

1. Was the fire preventable? If so, what could have been done to prevent it?
2. Is prevention adequately covered in the fire management plan (to include a prevention plan)? If not, describe deficiencies.
3. Was the investigation action prompt, appropriate and thorough?
4. If the fire was caused by human activity, describe law enforcement action taken and cost recovery initiated.

II. Suppression

A. Initial Attack

1. Dispatch
 - a. Was the duty dispatcher qualified?
 - b. Did a failure in the initial attack dispatch contribute to an escape? If so, how?
 - c. Were the initial attack dispatch procedures followed as outlined in the fire management plan? If not, describe differences.
2. Description of suppression effort
 - a. Were the initial fire conditions accurately portrayed?
 - b. Was the initial attack response appropriate for known conditions, in terms of both numbers and strategy?
 - c. Were the proper types of equipment sent?
 - d. What was the initial attack strategy?
 - e. Was resource status accurate? If not, what needs to be corrected?
 - f. Did initial attack equipment work properly?
 - g. Were communications adequate?

- h. Was equipment usable and properly maintained?
 - i. Were initial attack forces dispatched from the nearest available source?
 - 3. Were all initial attack forces qualified?
 - 4. If initial attack was unsuccessful, describe specifically why.
 - a. Were conditions beyond control?
 - b. Were insufficient resources dispatched?
 - c. Did forces take too long to arrive?
 - d. Was suppression action inappropriate?
 - e. Was fire potential underestimated during the size up?
 - f. What could have been done to give initial attack a better chance of success?
- B. Extended Attack/Type II or Type I Incident
 - 1. Wildland Fire Situation Analysis (WFSA)
 - a. Was a comprehensive Wildland Fire Situation Analysis completed? If not, why?
 - b. Who prepared the WFSA?
 - c. Did the agency administrator (superintendent) approve the WFSA?
 - d. Did the WFSA reflect the fire management plan?
 - 2. Was a fire complexity analysis done?
 - 3. Personnel qualifications
 - a. Was a qualified Incident Commander (IC) assigned? If not, why?
 - 4. Park preparation for an extended attack
 - a. Did the park anticipate the needs of the IC and line up the necessary overhead, fire fighters, equipment, and support personnel?
 - b. Was an incident action plan prepared?
 - c. Were there adequate records of the park actions to date?
 - d. Was an appropriate incident management team requested? If

- not, how can we improve in the future?
- e. Was it ordered soon enough?
- f. Did it arrive at the requested location and on time?
- g. Was the team properly equipped and supplied when it arrived?
- h. Was a limited delegation of authority prepared prior to the IC/team arrival? If not, what was the reason?
- i. Did the superintendent conduct a briefing for the IC, including discussion of the limited delegation of authority?
- j. Was the takeover transition by the team smooth?
- k. Was the WFSA used in the briefing?
- l. Were the necessary staff specialists and command staff present at the briefing?
- m. Were human rights and training needs covered in the briefing? If not, what will be done to ensure the subject is covered in the future?

5. Safety

- a. What were the safety problems on the fire?
- b. What was done to resolve them?
- c. Were all safety concerns resolved?
- d. Was the safety officer position filled and properly used? If not, how is this to be addressed in the future?
- e. How did the team incorporate safety in planning strategy, briefings, tactics, and supporting logistics? Was the ICS-215 Incident Safety Analysis process utilized?
- f. What was the incident commander's attitude toward safety?
- g. How did the IC communicate safety considerations to incident personnel?
- h. Was safety an obvious priority?
- i. What preventive actions were instituted?
- j. Was a medical unit established? If not, why?
- k. Was it adequate to the incident's needs?
- l. Were emergency medical plans appropriate to the incident and did they work?
- m. Did the IC assure that each accident was thoroughly investigated by qualified personnel?
- n. Were the necessary forms and documentation completed?
- o. Describe monitoring of crew condition to identify tired crews and provide adequate rest.
- p. Were the 24 hour rest/work cycles considered and implemented

- for this incident?
 - q. Did employees routinely work in excess of the standard 12 hours after the first operational period?
 - r. Did the safety officer monitor work schedules?
 - s. What can be done to improve safety on future incidents?
6. Suppression operations
- a. Were incident action plan objectives and targets realistic and achievable?
 - b. Were there unapproved deviations from the incident action plan?
 - c. Was aircraft use prudent and safe?
 - d. Were line production targets achieved?
 - e. Were operational period changes completed at estimated times?
 - f. Were strategies and tactics employed sound and consistent with accepted fire suppression policies and procedures?
 - g. Were probabilities of success calculated and subsequently updated as the incident progressed?
 - h. Were the control objectives achieved? If not, what would have helped achieve objectives?
 - i. Were safety objectives attained? If not, why?
 - j. Was the incident management team kept intact throughout the incident? If not, why?
 - k. Did line supervisors stay with their assigned resources during the operational period? If not, why?
 - l. Describe how the agency administrator was involved.
 - m. Was the agency administrator readily available for consultation?
 - n. Did the agency administrator attend IMT strategy meetings and any interagency meetings?
 - o. Did the agency administrator keep the regional director informed of the incident's progress?
 - p. Did the agency administrator participate in all major decisions?
 - q. Did the agency administrator visit camps, airports, and other incident facilities?
 - r. Did the agency administrator tie up communication lines with non-fire business?
 - s. Was the agency administrator interested and involved in all personnel issues?
7. Aviation operations

- a. Was aviation safety paramount?
- b. Was air attack effective? If not, how could it have been improved?
- c. Were aircraft used according to their best capability?
- d. Did air attack meet incident objectives?
- e. Was it cost effective?
- f. Were drops accurate?
- g. Was an airspace closure put in place? If used, were there any problems?
- h. Was fugitive retardant utilized? If not, is it possible to use in the future?
- i. Was aviation support available commensurate with incident need? If not, what would have improved support?
- j. Were aircraft maintained in an air worthy state throughout the incident?

8. Planning

- a. Was the planning organization adequately staffed? If not, what was needed?
- b. Was the WFSA properly used?
- c. Did the agency administrator recertify the WFSA at least daily?
- d. Was the WFSA updated as conditions changed?
- e. Did intelligence gathering function smoothly and provide incident management with the information needed in a timely fashion?
- f. What methods were used to collect intelligence?
- g. Was available intelligence sufficient?
- h. Were calculations and assumptions of probable fire behavior and location calculated for successive intervals?
- i. How accurate were the projections?
- j. Were resource needs calculated based upon these projections?
- k. Were incident action plans prepared for every operational period? If not, why?
- l. Were the suppression objectives clearly stated?
- m. Was there a clear description of the work to be accomplished?
- n. Were expected production rates defined?
- o. Was there a discussion of weather and fuels?
- p. Was there a current map of the fire?
- q. Was there a communications plan?
- r. Was there information concerning pickup and drop off points and transportation times?

- s. Were all resources identified and correctly listed?
- t. Was there a safety message?
- u. Did line overhead understand all elements of the plan?
- v. Were plan briefings held and were they adequate?
- w. How were local overhead forces incorporated in the team structure?
- x. Was span of control within acceptable limits?
- y. Were divisions and branches appropriate to the incident's complexity?
- z. Were single increments and strike teams combined into groups or task forces when possible to reduce the span of control?
- aa. Were contingency plans considered in the planning process? If not, how would they have helped in the final analysis?

9. Logistics

- a. Was the communications plan adequate?
- b. Were there adequate frequencies available?
- c. Was there frequency interference from other incidents or non-incident users?
- d. Was there adequate communications hardware and was it available in a timely fashion?
- e. Was the food service adequate?
- f. Was the availability, quality, and quantity acceptable to fire fighters?
- g. Were sanitation standards met?
- h. Was a national caterer used?
- i. Was the transportation plan responsive to incident needs?
- j. Was there sufficient transportation to get crews to/from line assignments in a timely fashion?
- k. Were access roads adequately maintained?
- l. Was dust abatement adequate?
- m. Were access routes marked and was traffic flow adequately controlled?
- n. Were duty hours for drivers within the standards established by Department of Transportation?
- o. Were all drivers qualified to operate assigned vehicles?
- p. Was the logistics organization able to meet operational period change deadlines? If not, why?
- q. Was incident base security adequate?
- r. Were there adequate controls on the issuance of supplies and

- equipment?
- s. Were incoming/outgoing supplies manifested and checked off?
- t. Were personal effects of fire fighters protected?
- u. Were there any criminal incidents?
- v. To what extent were commissioned law enforcement personnel involved in the overall security program?
- w. Was the incident base layout and operation acceptable?
- x. Were sanitation standards met?
- y. Was the incident base size manageable?
- z. Were camps efficiently run?
- aa. Were inmate crews separated from the rest of incident base population?

10. Finance and procurement

- a. Were established procurement channels and procedures followed?
- b. Did all orders go through a single point (supply unit)?
- c. Was a buying unit used? If not, would it have helped?
- d. Were any supplies or services ordered outside the system? If so, why was the system not the better method?
- e. Were nearest available sources used?
- f. Was the most reasonable mode of transportation used?
- g. Were equipment rental agreements properly completed prior to equipment use?
- h. Were equipment rental records kept current?
- i. Were food, lodging, and other purchases reasonable in terms of quantities and cost?
- j. Were reasonable orders placed?
- k. Were lead times adequate?
- l. Were item amounts reasonable?
- m. Were requested items consistent with incident complexity and needs?
- n. Were receiving procedures in place and always used?
- o. Were specific individuals responsible for receiving & receipting all incoming supplies?
- p. Was property identified and marked upon receipt?
- q. Were proper property issue, transfer, and return procedures in place and used?
- r. Was all property accounted for during the demobilization phase?
- s. Was timekeeping and associated record-keeping accurate?

- t. Were crew time reports used and signed by the appropriate overhead?
- u. Was posted time current for both personnel and equipment?
- v. Were all compensation claims investigated in a timely fashion?
- w. Were complete records established for all claims?
- x. Were all claims investigated by trained and qualified persons?
- y. Were payments completed in compliance with the prompt payment act?
- z. Was an Administrative Payment Team (APT) used? If not, would one have helped?
- aa. Did the APT arrive on time?
- ab. Were there any coordination problems with the APT?
- ac. Did the finance section chief participate in the preparation of the incident status report? If not, how would that participation improve the report?
- ad. Was monitoring of cost effectiveness on-going and adequate for the command staff's needs? If not, what could have been improved?
- ae. Were standard commissary procedures followed? If not, how was commissary handled?
- af. Were procedures adequate to track oil and gasoline issues? If not, what would have been better?
- ag. Were procedures in place to monitor exempt Fair Labor Standards Act personnel who might approach maximum pay limitations? If not, why?

11. Human Resources Management

- a. Were all personnel qualified and carded for their assignments? If not, what assurance they were qualified?
- b. Were there difficulties in obtaining qualified personnel?
- c. Were opportunities for training assignments identified and taken advantage of?
- d. Were identified shortage category positions given priority for training?
- e. Was a training specialist assigned to the incident?
- f. Were trainees evaluated in writing?
- g. Was the performance of all individuals evaluated continuously? If not, why?
- h. Were written evaluations completed and discussed with all overhead prior to their release?

- i. Were evaluations objective, factual, and honest?
- j. Was immediate action taken to correct any noted deficiencies?
- k. Were all crews provided a written evaluation of their performance prior to release? If not, why?
- l. Were all human rights complaints promptly documented and investigated? If not, why?
- m. What section was human rights placed in?
- n. Were there any complaints?
- o. Who conducted the investigations?
- p. How were situations resolved?

12. Fire Information

- a. Did the incident management team use the information officer position effectively? If not, how could it have been improved?
- b. Was accurate information provided to the media in a timely fashion?
- c. Was the Information Officer (IO) function conducted with minimum impact upon the fire management and the park as a whole?
- d. Was the IO available to the media?
- e. Was the park interpretive program effective in relaying fire information to visitors? If not, what could improve it?
- f. Did the interpretive program address fire management issues prior to the fire?
- g. What interpretive techniques were in use during the fire?
- h. Was the interpretive effort proactive or reactive?

13. Interagency Coordination

- a. What was the extent of interagency involvement in the incident?
- b. Was pre-planning adequate? If not, how could it have been improved?
- c. Was there any cost sharing involved? If not, how could sharing have been advantageous?
- d. Were there any problems in assessing shares?
- e. Was a Multi Agency Coordinating (MAC) group activated? If not, was it needed?
- f. Was the MAC group effective in setting priorities and allocating resources?
- g. Did the MAC group become involved in the management of the

- incident?
- h. Did all agencies feel they were effectively represented on the MAC group?
- i. Were the MAC representatives qualified?
- j. Was area command established? If not, was it needed?
- k. Was area command effective in coordinating the management of the various incidents?
- l. Were affected agencies allowed input to the Area Command (AC) decision process?
- m. Were all members of area command qualified?
- n. Were there any conflicts between area command and MAC?

III. Fire effects/suppression rehabilitation

- A. Was a resource advisor designated and available for consultation regarding all aspects of environmental impacts resulting from suppression action? If not, would resource damage have been reduced?
- B. Were there irreversible effects upon park cultural or natural resources?
- C. Were environmental considerations discussed at all strategy meetings?
- D. Were fire lines, access routes, camps, helispots, and other facilities located and constructed with minimal environmental impact in mind?
- E. Was the use of heavy equipment restricted?
- F. Was post fire rehabilitation carried out and was it effective?

IV. Mobilization/Demobilization

- A. Were mobilization and demobilization orderly and adequate to meet the IC's objectives?
- B. Was the closest forces concept applied to the mobilization?
- C. Were interagency resources realistically used?
- D. Were requested time frames for arriving resources realistic?
- E. Was the most reasonable mode of transportation used?
- F. Did all resource orders go through the established dispatch channels?
- G. Were priorities established and followed?
- H. At what point was demobilization addressed by the IC?
- I. Was the demobilization plan in writing?
- J. Was timing of transportation reasonable and was it cost effective?
- K. Were park resources the last to be demobilized?

V. APPENDICES

Include all documents relevant or required for the particular fire to provide a clear and detailed picture of the incident, including:

- A. WFSA with all updates.
- B. Incident Action Plans showing incident strategy and any changes in tactics.
- C. Map of the fire, by burning periods.
- D. Incident Status Summaries (ICS-209).
- E. Precipitation record and National Fire Danger Rating System (NFDRS) ten day fire danger records with graph of fire danger indices.
- F. Weather information including previous day's forecast, subsequent daily forecasts throughout the incident, and all fire behavior predictions generated as a result of these forecasts.
- G. Completed Individual Fire Report, DI-1202.
- H. Display maps showing fuel models, transportation system, communication points, and any other information deemed necessary to understanding of the incident.
- I. Personnel and equipment charts showing buildups by burning periods.
- J. Detailed financial summary of the incident.

Distribution of Reviews

Regional fire management officers will be responsible for determining specific information from fire reviews that might be of interest or concern to other park areas. Such information might be specific problems that occurred or recommendations that might be applicable elsewhere. Regional FMOs will forward such information within 30 days to the Fire Management Program Center for appropriate distribution.